



Department of Property & Procurement

Government of the United States Virgin Islands

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September 25, 2015

AMENDMENT # 2 RFP-024-2015(P) Qualified firm or individual(s) to promote tourism to the United States Virgin Islands in Advertising Agency and/or Media Placement Agency for creative development/production and advertising placement.

INSERT: Question & Answer(s)

ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED

BIDDERS MUST ACKNOWLEDGE RECEIPT OF THIS AMENDMENT WITH THEIR BID PROPOSAL.

Questions:

1. Could you please clarify what a "cost quote" covers? Does this include agency fee, media mix, etc.? Do you have any established parameters? **A cost quote should outline all expenses needed to execute the Scope of Work outlined in the RFP. The Department of Tourism is unable to answer any questions about budget requirements as they are against the Department of Property and Procurement's RFP rules and regulations.**
2. Could you share information on the current brand positioning for the U.S. Virgin Islands and any other research that you would have available on the current campaign? **The USVI Department of Tourism has marketing information available on usvimarketingplan.com.**
3. We noticed that the RFP requests hard copies of the response, are you able to accept electronic versions instead? **Electronic versions are not accepted by the Department and Property and Procurement at this time.**

Questions:

1. Has the incumbent agency(s) been invited to bid? **The bid is open to any qualifying agency.**
2. Do you currently have one or several agencies handling the scope of work? **The Department has one advertising agency of record.**
3. If the agency currently has another client in the Caribbean is it acceptable to drop that client in order to pick up USVI? **The USVI should be the only Caribbean destination marketed by the agency.**
4. Is there a reason you are reviewing or is this a scheduled agency review? **The Department of Property and Procurement mandates a review of all contracts after more than three consecutive contractual terms.**
5. How many agencies will be short listed? **After review of all bids, the qualifying agencies will be moved to the second round of presentations.**
6. Are you able to provide an indication of current annual budgets broken down by: **The Department of Tourism is unable to answer any questions about budget requirements as they are against the Department of Property and Procurement's RFP rules and regulations.**
7. Does USVI have an existing CRM platform? **YES**
8. And if so will you be maintaining this platform or looking for your new agency to implement a new platform?
9. Schedule of email campaigns?
10. **Brochures – All brochures can be found on our website VISITUSVI.COM.**
11. Are you able to provide a list of the different brochures / direct mail you produce annually? **The marketing agency doesn't provide direct mail service.**

12. Are you looking to change the number of brochures you produce and the content that each covers? **After a selection is made, these items will be reviewed.**
13. Will we be working with the company that built the web platform for updates? **Yes, and if it conflicts with contracting, you will have to secure your own.**
14. Are you able to provide details as to the level of automation that is available for website updates? How often is the website updated? **Very often - as information in certain sections of the website change frequently**
15. Are all English updates also in each foreign language edition? **Danish and Spanish**
16. Is the agency responsible for the e-commerce elements of the website? **Yes, the agency or a contracted party is responsible for the maintenance of all aspects of the website.**

Questions:

- 1) Would you be able to provide us with an estimated budget for the upcoming year or a breakdown of the advertising and media budgets from last year? **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations.**
- 2) We were also curious about the procedure for releasing the responses to the submitted written clarifications. Will they be uploaded onto the Property and Procurement website or distributed via email? **Both, via email and on the website**

Questions:

1. Is this ~~an~~ fee-driven review, or a government-mandated review? **Yes, the Department of Property and Procurement requires scheduled contract reviews after more than three consecutive contractual terms.**
2. Will the incumbent agency be participating in the review? **All applicant's information is confidential.**
3. If your current agency relationship has ended, what were that agency's key deficiencies? **The Department of Tourism is still contracted with our current Advertising agency, and we will not discuss any matters involving this agency with bid applicants.**
4. The RFP requests a sealed price bid. Should agencies assume this is an inclusive fee-only request?

There should be no assumptions on the sealed priced bid, as the RFP is not fee driving.

5. Will preference be given to an agency who can handle all portions of the SOW?
The RFP indicates a review of creative and media placement. The decision will be weighted solely on the best proposal for the GVI/DOT.

6. In the past, it appears USVI has had a 1) Marketing agency 2) an Ad agency; and 3) a PR agency. Will that continue?

The Department of Tourism's current intention is to maintain separate agreements for the Public Relations and Advertising agencies.

7. If answer to above is YES, is current RFP for advertising, marketing or a consolidation of both under one roof?

The current RFP is for a creative and advertising placement.

8. What year was the current umbrella campaign "Virgin Islands Nice" introduced, and does USVI desire to keep this umbrella slogan in place? **VI Nice was introduced to the market over a year ago, and the Department wishes to continue promoting the VI Nice Campaign. Of course, our goal is to build this campaign into a multilayered approach, branding the US Virgin Islands through a plethora of creative marketing strategies.**

9. Historically, does each island (STT, STJ, STC) of USVI have their own individual brand ad campaign and connect to the umbrella slogan "Virgin Islands Nice"? Or does STT and STJ work under one brand campaign, and STC develops a completely separate campaign message strategy? **Every contractor represents the entire US Virgin Islands which includes all four islands. However, some marketing campaigns are island specific.**

10. Who is the current PR agency, and do they represent the all islands of USVI? **The PR Agency represents the entire territory.**

11. Please define Cruise Overnight passengers?

12. Most Cruise ships only stop in USVI as a port of call and leave the same day, are cruise passengers staying overnight in another fashion? **Please refer to the DOT most recent marketing plan posted on USVIMARKETINGPLAN.COM.**

13. How many cruise ships are "homeport" or originate cruise from USVI? Are all sailing from St. Thomas? **The Virgin Islands is not a homeport.**

14. Is one of the priority goals for the marketing agency to promote more travel to the USVI by way of cruise ships calling on USVI? Or balance between direct air travels to USVI? **Please refer to the DOT most recent marketing plan posted on USVIMARKETINGPLAN.COM.**

15. Would a single resort client in nonUSVI Caribbean destination be considered a conflict? **Yes, this will be seen as a conflict of interest.**

Questions:

1. Should we create a different umbrella campaign to the current "Virgin Islands Nice" or they ask is a campaign to amplify the strategy for each market (St. Croix)? **At this time, the Department wishes to continue with the VI Nice Campaign. Of course, our goal is to build this campaign into a multilayered approach, branding the US Virgin Islands through a plethora of creative marketing strategies.**
2. How we will have access to the results of visitors to the islands? It is a key part of the KPI's seeking? **Please visit the Bureau of Economic Research's website for statistics on visitor arrivals at www.usviber.org.**
3. Can we have access to the tourism strategy developed over the next five years? It is to be clear about your vision and integrate our ideas? **The USVI marketing plan is available on line on Tourism Department's website USVIMARKETINGPLAN.COM.**
4. Do studies of the behavior of the current tourism? Demographic composition, main attractions, times higher visit, aero vs cruise, place of origin (cities in the US), etc. **Please visit the Bureau of Economic Research's website for statistics on the USVI at www.usviber.org.**
5. Will we be able to share a list of its main partners, travel agents and cruise? **NO**
6. Do we have a budget allocated? **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurements RFP rules and regulations.**
7. What is your payment policy to its suppliers? **See answer above**

Questions:

- 1) Is there a budget set aside for this project, or are you able to provide any budget guidance? **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations.**
- 2) Is this a required RFP? **Yes, the Department of Property and Procurement requires scheduled contract reviews after more than three consecutive contractual terms.**
- 3) Will the incumbent agency be participating in the review? **That information is deemed confidential.**
- 4) Is social media considered part of the creative and advertising scope? **Of course, Social media is an integral part of the marketing strategy.**

- 5) Is creative conceiving expected for this response to satisfy section 6 of the contents of proposal? **Yes**

Questions:

1. The scope of work document has many of the same sections as the RFI document with slight differences between each.
 - a. Does one document take precedent over the other? **NO, however, please make sure to address all items requested in the original RFP document.**
2. Points 4,5 & 6: Requests project experience and references:
 - a. Can you clarify that you are requesting current or past project experience specific to the USVI or are you requesting current or past experience of similar tourism clients? **Please provide your company's past project experience, and it does not have to be USVI specific.**
3. Cost proposal: **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations.**
4. Is there a preferred remuneration model? **SEE #3 ANSWER ABOVE**
5. Is there a specific fee template or format desired for use in submission? **SEE #3 ANSWER ABOVE**
6. In many cases a budget allocation by media is used in developing a cost proposal. Is there a current or past media mix and/or budget that can be used?
 - a. If this is not available, can 3rd party media spending reports (i.e. Kantar, Competitrack, etc.) be used to illustrate our cost proposal?
7. The 3rd bullet point states: "Enhance the destination's brand equity; our specific objective is to increase overnight/cruise visitors by 5% to STT/STJ and to increase by 10% overnight visitors and 25% cruise visitors in a period of one year."
 - a. Can you further explain this bullet?
 - b. Is the second part of the objective above ("to increase by 10%...") for St. Croix? If not, is there a specific objective for St. Croix? **There is an overall objective of increasing visitor arrivals and expenditures. However, there is a specific objective of increasing St. Croix visitors**

specifically. The percentages are higher as the opportunity is greater given the current baseline

8. The 4th bullet point references the "Department's Five-Year Rolling Tourism Development Plan".
 - a. Is this a document you can share? **No.**
9. Submitting as a Media Planning and Buying agency only
 - a. How would you like sections of the scope of work that do not pertain to our agency be handled in the submission? **Your company is expected to address all items in the Scope of Work. If there are areas to which you cannot provide coverage, please be sure to explain you're your company is unable to fulfill the requested requirements.**
10. Bullet 21 states – "Provide two examples of your expertise in non-traditional marketing successful marketing programs executed by your agency"
 - a. Since the term "non-traditional" has different meaning to some – can you provide an example of what you consider "non-traditional" marketing? **Non-traditional marketing programs are cost effective and generate great buzz in the target regions, media and the community. They also must inform and encourage visitors to travel to USVI.**
11. Can you please clarify 3rd bullet point?
 - a. How does the agency's strengths and weaknesses pertain to the cost quote? **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations.**
 - b. The billing procedures and fee rates are required to be in a separate sealed envelope according to RFI Document Section J. **SEE ANSWER ABOVE**
- 12.** Can you please confirm that agencies are allowed to submit a response to the RFI as well as participate in oral presentation (if selected) without a business license? **No, a business license is required**
 - a. If awarded, proof of license only needs to be provided within 10 working days – correct? **Proof of license needs to be awarded when submitted the proposal and at time of award.**
13. In order to provide information requested in the RFI (financials, case studies, etc.), MEC requires a Non-Disclosure Agreement (NDA) be signed

- a. Who can we submit the NDA to for signature? **Department does not sign NDA**

Questions:

1. How is the media currently divided up between targets (i.e. TV for B2C, trade pubs for B2B, etc.)
3. **The DOT cannot provide information on media breakdown, however past marketing plans can be reviewed on usvimarketing.com**
4. What consent is USVI seeking? Consent for Story to participate?
5. Can Story see copies of the most recent annual Marketing Plan, Media Plan and Five-Year Rolling Tourism Development Plan? *We ask because the scope requests we integrate creative and media strategy within.* **A copy of the Department of Tourism's marketing plan is available online on our website USVIMARKETINGPLAN.COM.**
6. Can Story obtain a list of such current or recent past programs with co-marketers?
 - Are there partners you would like to work with who have not been receptive?
N/A
7. Can USVI provide an overview of current CRM efforts?
 - What media are being employed?
 - What are the sizes of USVI's master list, email list, mail list?
 - How many addressable audience segments is USVI currently working with?
 - " Demographic targets
 - " Geographical targets
8. How is USVI currently measuring advertising and marketing performance?
Please refer to the DOT most recent marketing plan posted on USVIMARKETINGPLAN.COM.
9. Does USVI have a policy on sustainable production? **Not aware of one**
10. Is USVI open to revisiting the consumer facing story? **The USVI DOT marketing team will review recommendations from the selected agency.**
11. How is USVI currently measuring advertising and marketing performance?
Through all the traditional and online matrix available for measurement and evaluation.
12. Are there any partners we will be required to use? **There are current vendor contractual relationships which will be honored, all new partnerships**

will be reviewed and approved consisting with our policy based on qualifications.

13. We can see that your current CMS is Drupal. Are there other integrated platforms or software associated with the running of the website or the mobile site? **We also use Responsive Commerce and Central Reservations System for the booking engine on the website.**
14. Is there any display work in rotation? **Unsure of the question. If the reference is to OOH or display the answer to both is yes.**
15. Number of campaigns annually? **There are ongoing campaigns and then 3-4 major campaigns at least one of which is solely focused on St. Croix**
16. Are there any email programs in rotation? **Not on a regular basis however we use them for promotion specific**
17. Number of campaigns annually? **Same question/Answer as # 3**

Questions:

1. Which of the following needs to be notarized in our RFP response? **Only references needs to be notarized**
 - Names of three Clients (current or past) and their contact information
 - The actual related work samples done for clients in the past
2. The RFP does not state how many related project references we need to submit. Please clarify. **Submissions should be commensurate with showcasing the breath and scope of the agencies capabilities.**

Questions:

1. How does the USVI's culture factor into why customers select USVI for vacations?
2. Who are the USVI's customers today - **Visit USVIBER.ORG for statistical information on passenger arrival and origin.**
3. What drives their vacation choices?
 - Cruise vs. Plane?
 - Hotel vs. Timeshare?
 - Townhomes?

4. Is there a database of past customers and accompanying insight that will feed the CRM program? **Visit USVIBER.ORG for statistical information on passenger arrival and origin.**
5. Who are the ideal customers tomorrow?
6. Points of Differentiation
7. What are USVI's feature assets vs. competition?
8. Is there a larger difference in key qualities to promote for the consumer market vs. the business market

For questions 5-8 please visit usvimarketingplan.com

Questions:

1. What has triggered the decision to launch an agency review at this time? **An agency review is required by the Department of Property and Procurement after more than three consecutive contractual periods.**
2. How many agencies have been invited to participate? **The bid is open to the public.**
3. At which stages are agency cuts being made? **The Department of Property and Procurement and the Department of Tourism has an established review process for review of both bid submissions and oral presentations.**
4. How many agencies do you plan to have at the oral presentations? **The Property and Procurement and the Department of Tourism has an established review process for review of both bid submissions and oral presentations.**
5. Who do you deem as your category competitors? **A copy of the Department of Tourism's marketing plan is available online on our website USVIMARKETINGPLAN.COM.**
6. Are your current media and advertising agency of record participating in this review? Will the awarded agency be in place of your current roster or in addition to? **All applicant's information is confidential.**
7. Does the US Virgin Island advertising contract demand a government mandated agency review process every few years? **Yes**
8. Who makes up the agency review committee on your team? A list of names and titles is

preferred. Will this committee review all proposals at every stage? **All questions or concerns pertaining to this RFP must be addressed to the Department of Property and Procurement.**

9. At what stage will the cost proposal be reviewed? Who will review? Who are the ideal customers tomorrow? **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations**
10. Will we be able to have a more detailed conversation on the scope you provided before we present costs? **If you are selected, there will be an opportunity to discuss all contract details.**
11. May we have a conversation/Q&A with the marketing team/review committee to discuss the Virgin Island business, the brand (strengths, challenges, opportunities, threats), plans etc. This will help inform our response so we can present the most relevant and informed proposal. **No, if you try to contact anyone at the Department of Tourism to discuss this matter you will immediately disqualified from the RFP bid.**
12. Please clarify the second bullet under "M" in the RFP. *Please provide a sample case history or advertising plan that would convince the review team that your agency has an understanding of the destination current brand positioning?*
 - We are unclear on the request and what is meant by "case history/advertising plan". Please elaborate as to the expected deliverable requested. **The Department of Tourism is interested in reviewing any traditional or non-traditional marketing strategies your company has created in the past. A review of work speaks directly to your level of knowledge and creativity in the market.**
 - Will you be sending additional information and briefing the agency on the "current brand positioning"? **No, we will not.**
13. Is it possible to schedule a tissue session between being notified we are participating in the oral presentation on October 28th and the oral presentation itself on November 30th? **Will notify you once an official schedule has been determined**
14. Will there be an additional brief for the oral presentation for the selected agencies? Will it include a creative assignment or is the meeting to be more strategy focused or simply to

review the initial proposal? How/when will this be briefed in? **Will be determined at a later date.**

15. Please provide (inclusive of production) the estimated agency fee for the advertising contract. This will be most helpful in scoping, ideating and evaluating for this opportunity. **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations**
16. Please name two or three of your most admired, brand campaigns – either in or outside of your specific category. What components of these campaigns resonate most closely with your team and why?
17. What has been truly successful in terms of your advertising? And what has been challenging? And why? **ROI as it relates to the legislated mandate of 1995 when the DOT was created the law outlines purpose & mission defines our measure of success "to increase visitor arrivals and expenditures".**
18. Can you provide a calendar that outlines all events and PR activities planned for the upcoming campaign? As noted, the advertising campaign will need to dovetail nicely with your PR efforts managed by another agency. **A copy of the Department of Tourism's marketing plan is available online on our website USVIMARKETINGPLAN.COM.**
19. Please disclose your media spend, by touch-point, for 2014. 2013 would be a bonus as well so we can determine shifts/trends in spend overtime. Please note any big shifts for 2015 or 2016 planning. **A copy of the Department of Tourism's marketing plan is available online on our website USVIMARKETINGPLAN.COM.**
20. In the RFP it is clear there is a considerable media component to the opportunity. Please elaborate as to the media requirements for this proposal? **The RFP consist of two primary components creative and media placement.**
21. If we are submitting for both media and advertising, would you prefer one or two proposals? **One proposal outlining both components is acceptable.**
22. Can you provide your most recent media plan? **A copy of the Department of Tourism's marketing plan is available online on our website USVIMARKETINGPLAN.COM.**

23. Are there any specific media-related issues your team has ran into in the past and is looking to avoid with the new agency that is appointed? **No, there are no issues at this time.**

Questions:

1. It is stated in the documentation provided that the challenge is to "Position the USVI (primarily in the US market & other markets as directed) as the premier warm-weather tourism destination." Would you please clarify what other markets you're interested in us tackling (e.g. Canada)? Or should we be focusing solely on the US? **The contract focuses solely on the USA and Canada.**
2. Also, to what degree do you want to see creative concepts in our response? **We would encourage you to be very creative.**

Questions:

1. Marketing Plan – We have accessed the 2014 Marketing Plan from usvimarketing.com and found it very helpful, and are curious if there are more recent marketing plans documents available overiewing the current year or future program priorities. **The document on this site is the guide for the department's marketing strategy.**
2. Research – Is there research you would make available from the Department of Tourism regarding audience priorities, profiles, markets and trends that may be helpful to participating agencies? **Visit USVIBER.ORG for statistical information on the USVI. Also, feel free view the Caribbean Tourism Organization's website for more Caribbean specific statistics.**
3. Marketing/advertising investment breakdown – A general breakdown of current marketing investments would be helpful in framing the agency's point of view and in providing a thoughtful agency compensation proposal. **Please visit our website USVIMARKETINGPLAN.COM to review our FY 2014 Marketing Plan for information on our marketing campaign.**
4. CRM program – Do you have specific audience segments in mind for CRM initiatives? **Please refer to the DOT most recent marketing plan outlined on usvimarketingplan.com**

Questions:

1. As it relates to the Scope of Work section of the RFP, is the DOT looking for agencies to articulate capabilities against each section of the SOW, or is the SOW merely a guide for the costing/staffing exercise? **The Department of Tourism would like your company to articulate on each section of the SOW. The Department of Tourism is unable to answer any questions about**

budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations.

Questions:

1. Can you please share prior 3 years of media spend and media channel allocation **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations.**
2. How many agencies do you anticipate participating in the RFP? **All participant's information is confidential.**
3. What is the culling process? If there is, how many will you invite to participate and what criteria will you use? **The Department of Property and Procurement will review all applications and contact companies who qualify for the second round of the RFP process.**
4. Is geography a factor when considering an agency? **No, the Department of Tourism is interested in agency who will provide exceptional service for the territory.**
5. Can you please share visitor data from top 25 U.S. DMAs over the past 2-3 years **Visit USVIBER.ORG for tourism specific statistics on the USVI.**
6. What are your top 5 feeder markets and what % of visitors does that constitute? **Visit USVIBER.ORG for tourism specific statistics on the USVI.**
7. The RFP states that you'll measure success based on % lift across number of visitors as outlined, presuming it will not be readily available data to measure lift and trends, during the campaign windows what data or indicators do you utilize to determine positive growth? **Please visit the BER website which will provide current data on visitor arrivals as a baseline.**
8. How do you define digital conversions? What are your success metrics? **The DOT uses several established platforms to measure digital conversations.**
9. Top cruise lines/partnerships – **The Department of Tourism works closely with the Florida Caribbean Cruise Association (F-CCA.)**
10. What cross-promotions have you done with cruises? **Please review the usvimarketingplan.com site for overall information on the DOT marketing strategy.**
11. What is driving the prioritization of the islands in relation to the specified goals? **If this questions refers specifically to the territory prioritization and specific funding, it is driven by need. St. Croix has less brand equity; and**

therefore, it requires additional advertising, promotion, PR and overall marketing efforts.

12. The RFP details regular ongoing planning and strategy meetings, as well as regular presentations. Do you have a separate travel budget for this travel for your partner agencies? Or do you expect this to be a part of the overall agency budget line item? **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations.**
13. Do you have internal resources do you have for website maintenance and content creation? Or is your expectation that the winning agency will handle all of that? **The Winning Agency will be responsible for website management.**

Questions:

1. How long has the Virgin Island Nice campaign been running? **The VI Nice campaign has been in the market for over a year now.**
2. Was it developed against previously fielded research? Has any research been completed since the launch of the campaign? **Measurement is tied to several indicators. Growth is indicated via Bureau of Economic Research, Bureau of Internal Revenue, focus groups and tourism partner's feedback.**
3. What are the key performance indicators the campaign has been measured against? Visitation? Guest spend? **Both visitor arrivals and visitor expenditures area used to measure performance.**
4. In regards to increasing cruise visitation, can you provide the marketing samples that have been used to market to the cruise operators? **Please visit our website USVIMARKETINGPLAN.COM to review our FY 2014 Marketing Plan for information on our marketing campaign.**
5. How much of your marketing budget relies on co-operative marketing when working with travel operators or partners? **Please visit our website USVIMARKETINGPLAN.COM to review our FY 2014 Marketing Plan for information on our marketing campaign.**
6. For promoting filming in the USVI, does the marketing committee make the decisions or is there a separate group that is involved? **Film directives are given from the Department of Tourism's Film Director. The marketing committee may be asked for their input.**
7. When does your relationship with Pressure Busspipe expire? **Our contractual agreement with the artist is deemed confidential.**
8. In regards to acquiring a USVI business license, can you estimate how long getting such a license normally takes? Is it shorter than the 10 days noted after

award? **Business Licenses are distributed by the Virgin Islands Department of Licensing and Consumer Affairs and cannot determine how long it will take to obtain a license.**

Questions:

1. What is prompting the review? **An agency review is required by the Department of Property and Procurement after more than three consecutive contractual periods.**
2. Do you have existing agencies for PR, social media, etc? Are you willing to share who those partners are? **Yes, the Department of Tourism has other contractual agencies for Public Relations and Social Media.**
3. Does the media assignment include both media strategy, planning and buying? **The RFP outlines bid request for creative, media strategy, planning and placement.**
4. What markets outside of the US should be considered in the assignment? **Canada should also be considered as a key market.**
5. Do you have an audience segmentation or visitor data by geography that we can review? **Visit USVIBER.ORG for tourism specific statistics on the USVI.**
6. Will you provide the Five-Year Rolling Tourism Development Plan to agencies during the pitch process? **No**
7. Outside of advertising, what other efforts are being implemented to achieve the aggressive growth goals noted (+5% visitors STT/STJ and +10% overnight and +25% cruise in one year period), eg. enhancements to the experience, working with cruise lines/airlines on adding routes, etc.? **Please visit our website USVIMARKETINGPLAN.COM to review our FY 2014 Marketing Plan for information on our marketing campaign.**
8. The assignment includes development of a CRM program. What CRM management or marketing automation software do you use, if any? How many visitors or prospects are in your database, how were those acquired (opt-in, visitor registration, etc), and what data has been collected? **We are not prepared to share the detailed CRM data prior to the awarding of the bid.**
9. The website assignment notes adding French, Chinese and Brazilian Portuguese translations. Should our cost proposal include ongoing translation support for those languages as well as Spanish and Dutch? **Dutch was not noted as priority. However we encourage the inclusion of markets based on current industry trends.**
10. The website assignment notes incorporating a new booking engine, do you have a booking engine partner determined? Do you have an e-commerce

implementation partner? **A booking engine partner has been selected the platform provides for the DOT to facilitate direct connection to private sector partners for ecommerce.**

11. Is it possible to submit client references without notarized consent if we use those clients for new business references with some frequency? **Notarize all References.**
12. Could you please provide more clarity around the Certificate of Corporate Resolution and/or provide a sample of this document? **Certificate of Corporate Resolution is a corporate action which outlines the Board of Directors for the corporation. It also outlines who authorized by the voting board to sign the contract on behalf of the company. It may also include the meeting minutes of the board.**

Questions:

1. What destinations do you consider your competitors?
Please visit the Department of Tourism's website usvimarketingplan.com.
2. Under 4. Project Experience, you ask for list of completed projects. Are we permitted to provide a sampling of projects that we consider most relevant to you? Same question for g. Current Projects Underway. **Yes, as long as your company has permission or legal rights to do so.**
3. We understand that delivering proposals on time is important to you. We have contacted FedEx to understand shipping regulations. While we were told that most packages arrive within 24 hours, we were also told that Customs will hold packages from time to time, and the length at which they hold packages is completely unpredictable. Will you accept late packages in that instance with an emailed PDF delivered to you on time? **We do not accept PDF but if we are notified of a late delivery due to circumstances beyond the company's control in advance, we will accept the proposal.**
4. What platform is your website currently operating on? **Drupal**
5. Do you look to the selected agency to build a new booking engine or will you purchase this and need the functionality incorporated into your site?

A booking engine will be secured which can be tailored to the destinations specific needs

6. Should the agency assume responsibility for translating content or will this be USVI's responsibility? **Yes, either directly or indirectly through a second party contractor approved by the Commissioner of Tourism.**
7. What preference, if any, is given to agencies with an office in the USVI? Or in close proximity to the USVI? **An agency will be selected based capability**
8. What is the anticipated budget for this scope of work? **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations.**
9. What has your paid media spend been in the past? Do you foresee that increasing, decreasing or remaining about the same? **Please visit our website USVIMARKETINGPLAN.COM to review our FY 2014 Marketing Plan for information on our marketing campaign.**
 - a. Please describe USVI's public relations resources, including full time staff, contracted Consultants and PR agencies (RFP ---p11) **This RFP is for advertising the public relations resources are not relative to the bid.**
 - b. Please describe the investment guidelines and criteria for advertising spend across traditional media (print, radio, out of home and TV) and digital media (online banners, video, native content and social media) (RFP --- p11) **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations. However, we suggest your visit usvimarketingplan.com and review our current marketing strategy.**
 - c. Please describe if the USVI already has a customer relationship management ("CRM") Program in place with a baseline of analytics (RFP---p11)
There currently is not a CRM system in place
 - d. Please describe USVI's Website technology platform and if it includes a content management system ("CMS") (RFP--- p12)

Drupal and several google analysis platforms are used to measure digital performance

- e. Please describe USVI's Internal personnel resources dedicated to website administration and maintenance (RFP --- p12). **One staff member in each district is designated to assist with the website maintenance.**

Questions:

1. Does the USVI Department of Tourism have a budget that we can use to recommend an appropriate advertising strategy? **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations. However we encourage you to visit usvimarketingplan.com for the current strategy**
2. If so, is the budget allocated by creative development, media spend, agency management fees, internet marketing fees, etc.? **See answer above.**
3. Besides website maintenance, is the USVI Department of Tourism open to redesigning the website? **The USVI is always open to improving or enhancing our products based on need, budget and priorities.**
4. Besides traditional media placement (broadcast, radio, print, etc.), would the selected agency be responsible for digital media placement (paid search, display advertising, social media, etc.) **Yes, with the exception of social media**

Questions:

1. What is the annual media spend for USVI tourism? **Please visit our website USVIMARKETINGPLAN.COM to review our FY 2014 Marketing Plan for information on our marketing campaign.**
2. What is the annual media spend for USVI tourism? **Please visit our website USVIMARKETINGPLAN.COM to review our FY 2014 Marketing Plan for information on our marketing campaign.**
3. What is the production budget? Does the USVI Department of Tourism have a budget that we can use to recommend an appropriate advertising strategy? **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations.**

4. The RFP defines the scope as creative development and media placement services; however, other sections of the RFP refer to media relations and crisis management (public relations), please clarify if these services will also be required to successfully complete the assignment once awarded? **Yes, our marketing agency must be able to function and assist the Department of Tourism in times of crisis. They must also be able to construct messaging on our behalf if needed and are expected to work closely with the Department's Public Relations Agency.**
5. Will U.S. issued business licenses, articles of incorporation, etc. meet the requirements for this RFP or is it essential to have a USVI business license? Is an office in the USVI also required? **The Department of Justice and the Department of Property of Procurement require all contractors who work on the behalf of the Government to obtain a USVI Business License, Certificate of Good Standing and Professional Liability Insurance.**
6. What other external marketing companies will the selected agency collaboratively work with to insure a cohesive strategy and program development? **Your company will be required to work with our PR Agencies and our social media agency.**
7. What is the length of contract? **Typically, the contract term for this contract is two years.**
8. Is it possible to bid on just the advertising or just the media placement portion of the assignment? **Yes, the bid specifications indicate creative and or media placement**

Questions:

1. Who is the incumbent? **JWT**
2. Who are GVI's current marketing, public relations, communications, and media partners? **This is not relative to the advertising bid.**
3. The RFP states that one of your measurements of success will be to enhance the destination's brand equity. Specific objectives noted are to increase overnight/cruise visitors by 5% to STT/STJ; and to increase by 10% overnight visitors and 25% in cruise visitors in a period of a year. To clarify, is GVI looking to increase by 10% overnight visitors and 25% cruise line visitors to all U.S. Virgin Island destinations? **Yes, with a specific emphasis on growth on St. Croix**
4. Additionally, how do you currently measure tourism activity? How do you collect the data? What specific indicators are used, especially accommodations, attractions, transport infrastructures (air, seaports, taxi's), etc. How often do you collect this data? **Data is collected by the Bureau of Economic Research. Their website is USVIBER.ORG. The DOT also uses several technological platforms to secure marketing data.**

5. Have focus groups recently been conducted to gain marketing and advertising insight to GVI's internal stakeholders and external stakeholders? **Yes, focus groups were used in the development of the territory's 5yr Economic Plan conducted a few years ago. Additionally, focus groups are a regular component of market research.**
6. Does any current GVI research exist that will provide the selected Agency with insight of GVI's internal and external stakeholders? **Yes**
7. What current printed marketing collateral (i.e., brochures, sales sheets, flyers, signage, etc.) does GVI currently utilize? Where they are predominantly distributed or viewed? **All brochures can be found on the Department of Tourism's website. Brochures are distributed globally.**
8. What current broadcast media is currently being utilized? Where the spots are predominantly aired? **We have a mix of national and geo-targeted placements, emphasis is given to cities with direct airlift or within reasonable driving distance of direct flights.**
9. How are your social media accounts currently managed? **The Social Media accounts are handled by a separate contractor.**
10. Is GVI currently participating in any partnership/co-marketing initiatives? If so, can you provide what those partnerships and/or co-marketing initiatives are? **No**
11. What CRM software tool is GVI currently utilizing? **None**
12. Who currently hosts the <http://www.visitusvi.com/> site? And GVI'S mobile site <http://www.m.visitVSVI.com/?> **The advertising agency is responsible for the website maintenance and mobile site.**
13. Is GVI's expectation for website maintenance: weekly, bi-weekly, or monthly? **Maintenance is usually scheduled on a weekly/monthly basis but there are some circumstances when the website may need daily updating.**
14. Does GVI anticipate major website changes and/or major site enhancements within the duration of this contract? **The Department of Tourism is always looking for creative ways to enhance our products.**
15. Are all seven (7) copies of the Technical Proposal response and all seven (7) copies of the Cost Proposal to be bound? **Yes, it makes reviewing the material easier.**
16. Can the seven (7) copies of the Cost Proposal be submitted within the same mailed package but within a separate envelope within, apart from the seven (7) copies of the Technical Proposal? **Yes, just ensure it is easily identified.**

Questions:

1. Can you reveal your 2015 marketing budget? Do you have an idea of what is allocated for 2016? **Please visit our website**

USVIMARKETINGPLAN.COM to review our FY 2014 Marketing Plan for information on our marketing campaign.

2. Will an incumbent agency be participating in the RFP? If so, what is the impetus behind the agency search? Are you looking for something that you aren't currently receiving from your current agency? **All participating candidates' information is deemed confidential.**
3. In the statement of work under the overview (C), can you clarify if the 10% overnight/25% cruise visitor's metric is a measure for all of the islands? **Combined with increased emphasis and growth for St. Croix.**
4. In the statement of work under the overview (C), can you clarify if this proposal is inclusive of media relations and crisis communications as stated? **Yes, our marketing agency must be able to function and assist the Department of Tourism in times of crisis. They must also be able to construct messaging on our behalf if needed and are expected to work closely with the Department's Public Relations Agency.**

Questions:

1. I see from the Post Audit Analysis – Department of Tourism FY2016 that your agency of record JWT was paid about US \$13,000,000. Is that number a good guide for estimating labor hours and staff as well as determining what percentage of overall agency time? **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations.**

Questions:

1. Specific ethno-cultural groups in the USA have been identified in the RFP. Are these groups also defined by specific geographic areas in the USA? If yes, in which areas are the USVI more interested? **The general target is major cities especially those with direct air access to the territory or reasonable drive range**
2. With respect to a detailed budget, do the USVI have an allocation in mind for production? Events? Media (by territory)? **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations.**

3. Under L, Response Requirements, there is no specific mention of either a Creative and/or Media Pitch. Are these required? **Yes**
4. With regard to the USVI Business License, will an agency that is prepared to acquire one be able to do so within 10 days of official appointment? **Business Licenses are distributed by the Virgin Islands Department of Licensing and Consumer Affairs and cannot determine how long it will take to obtain a license.**
5. Can you confirm whether an agency can bid on production only, media only or both? **The RFP indicates an agency may bid on creative and or media placement.**
6. Re: delivery of proposals, can the seven (7) required packages be sent in one box/together? Along with the cost proposal albeit in a separate envelope? **Yes**
7. Given the possibility of courier delays outside of an agency's control, is it acceptable for an agency to meet the deadline by online submission prior to arrival of the hard copies? If yes, to which email address(es) should such an online submission be sent? **We do not accept PDF but if we are notified of a late delivery due to circumstances beyond the company's control in advance, we will accept the proposal.**
8. Will the successful agency be required to have an office on the ground in the USVI? **No, they are not required to have an office.**

Questions:

1. Would you be open to receiving proposals from outside of the area? **Yes, the bid is open nationally.**
2. Would you be able to let us know what your budget is for the same? **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations.**
3. Would you be open to receiving e-mail responses only? **Property and Procurement will not accept e-mail responses.**

Questions:

1. What is the anticipated budget for media services? **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations.**
2. What have the creative and media budgets been in the past 3 years? **SEE ANSWER ABOVE**
3. Is an agency's location a factor in decision process? **This is an open national RFP.**

4. If our agency is located in San Francisco, will that disqualify or affect the decision of our proposal? **This is an open national RFP.**
5. Under section M. ADDITIONAL INFORMATION, EXPECTATIONS AND REQUIREMENTS, it states "Please provide a sample case history or advertising plan that would convince the review team that your agency has an understanding of the destination current brand positioning." Should we provide a case history of one of our own destination clients and its current brand positioning? Or, is this asking for our agency's take on the US Virgin Island's current brand positioning and an advertising plan to support that? Please clarify this request. **Either or is acceptable.**
6. Does the GVI prefer proposals in a Word Document or Powerpoint format? **No preference**
7. Is a USVI Business License required at time of proposal submission, or can we acquire if selected for discussions and following steps? **No, a Business License is only needed if your agency is selected.**
8. Is there a specific or preferred format for the Cost Proposal? **No preference**

Questions:

1. On page 14 of the RFP it states "The agency should have at least five years' experience specifically in the travel tourism industry and a thorough knowledge of traditional and new media." While McCann has extensive travel industry experience, working on American Airlines and Choice Hotels, we don't specifically have tourism experience from our lead office in New York (though we do have tourism experience in many of our other offices around the country and globe). Would this 5 year requirement prohibit us from being considered as a prospective agency? **Collective five years of tourism related experience is applicable.**
2. Are you able to share a reason for calling a review of your agency at this time? Is it related to a government requirement to review the business after a set number of years? Are you unhappy with your current agency or campaign? Or a combination of both? **Yes, the Department of Property and Procurement requires scheduled contract reviews after more than three consecutive contractual terms.**
3. Are you able to share any indication of the size of the contract? Either in anticipated agency revenue or an estimate of media budget? This will help us determine our response to the RFP. **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against**

the Department of Property and Procurement's RFP rules and regulations.

9. Under Q. License Requirements it states we would need a valid V.I. Business License to do business in the Virgin Islands. Do you know how long it takes to acquire a business license? This is not something we currently have but could acquire if necessary, we just want to ensure we have enough time to do so prior to an award. **Business Licenses are distributed by the Virgin Islands Department of Licensing and Consumer Affairs and cannot determine how long it will take to obtain a license.**

4. Questions:

1. Can you let me know if there is any kind of budget for this RFP or what a previous budget was for a similar RFP? **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations.**
2. Also, can you let me know who the incumbent is? **JWT**

Questions:

1. This trade item reported that you are looking for a media agency (<http://news.thelistonline.com/featured/virgin-islands-tourism-seeks-media-agency/>) but the Scope of Work in your RFP says nothing about media planning and buying; it's all about branding, creative, materials, and CRM programs. Are you reviewing media services and if so, does a media agency like ours need to partner with a creative agency (we work with many) or are you accepting submissions from stand-alone media agencies? **The RFP & SOW outlines both creative and media placement.**
2. Can you advise on estimated paid media budget for 2016? **The Department of Tourism is unable to answer any questions about budget requirements at this time, as they are against the Department of Property and Procurement's RFP rules and regulations.**

3. Under L, Response Requirements, there is no specific mention of either a Creative and/or Media Pitch. Are these required? **Yes**
4. With regard to the USVI Business License, will an agency that is prepared to acquire one be able to do so within 10 days of official appointment? **Business Licenses are distributed by the Virgin Islands Department of Licensing and Consumer Affairs and cannot determine how long it will take to obtain a license.**
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